



Request for City Council Committee Action from the Department of Community Planning and Economic Development – CPED

Date: April 29, 2014
To: Council Member Lisa Goodman, Chair, Community Development and Regulatory Services Committee

Subject: Great Streets Business District Support contracts

Recommendation: Authorize CPED staff to negotiate contracts for business district support activities consistent with the recommendations given in the body of this report.

Previous Directives: (1) On March 27, 2009, the City Council adopted target categories for commercial nodes, corridors, activity centers, and LRT station areas as defined by *The Minneapolis Plan for Sustainable Growth*. (2) On April 27, 2007, the City Council reviewed and adopted the Great Streets neighborhood business district program. There have been annual requests for proposals and reports to the Council since 2008.

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Financial Impact

No financial impact– funds for this activity were appropriated to the Great Streets program through the budget process.

Action is within the Business Plan.

Community Impact

Neighborhood Notification: An RFP soliciting proposals for business district support activities in Great Streets neighborhood business districts was released to neighborhood organizations, community development corporations, business associations, and other community partners and posted on the City's website on January 23, 2014.

City Goals: Living well, One Minneapolis, and A hub of economic activity and innovation

Sustainability Targets: Economically vibrant neighborhood commercial districts create attractive urban neighborhoods for infill development, support efficient growth, and reduce the need for car travel to obtain necessary goods and services.

Comprehensive Plan: This recommendation is consistent with the goals of the comprehensive plan. Policy 4.1: Support private sector growth to maintain a healthy, diverse economy. 4.1.1 Use public development resources and other tools to leverage maximum private sector investment for public benefit.

Zoning Code: N/A

Living Wage/Business Subsidy Agreement: N/A

Job Linkage: N/A

The Great Streets Neighborhood Business District Program

The Great Streets Neighborhood Business District Program, adopted by the City Council on April 27, 2007, was formed to direct resources to support the vitality of the city's neighborhood business districts. Neighborhood business districts provide important goods and services for residents and add to the overall character of communities. In addition, they are home to significant numbers of jobs and produce considerable tax revenues. In 2010, 38% of the City's jobs (106,000) and 49% (\$30.2 million) of the local sales taxes (sales, use, restaurant, liquor, entertainment, and hotel) came from businesses located on commercial corridors alone. Additional jobs are based in and revenues flow from businesses located in the city's 64 designated commercial nodes.

The Great Streets program provides support to business districts with an array of strategies and tools, including the Façade Improvement Program, Real Estate Development Gap Financing, Business District Support Grants, and small business loans. Through targeted investments, the program is producing tangible results and leveraging private investment. The façade program alone has stimulated nearly \$4 million of investment in commercial façade improvements citywide since its inception in 2008. In six years, grant administrators worked on 393 façade improvement projects, providing \$1,256,019 in matching grants and leveraging \$2,624,311 in private investment. For every \$1.00 of public investment, the private sector invested \$1.86. Many improvements have catalyzed additional private sector investments in nearby properties. The City has provided \$2,935,000 in strategic real estate development gap loans to projects worth approximately \$22 million. These loans are repaid to the City with interest. In October of 2012, the International Economic Development Council awarded the program its top honor for Neighborhood Development Initiatives.

The Business District Support (BDS) grants are the primary subject of this report. The BDS Program has not only leveraged private dollars, including foundation investments and membership dues, but also volunteer hours and business sponsorships. The program has supported initiatives that increase the customer base of neighborhood businesses. Along with the Façade Improvement Program, it has helped business associations and others strengthen relationships with businesses.

In many cases, business organizations and communities combine tools and strategies for maximum impact in a commercial area. On Lake Street, for example, the Lake Street Council (LSC) has provided \$166,266 in façade grants to 58 façade projects matched by \$746,850 in private investment. Demand for the program continues, and LSC received another \$50,000 Great Streets façade grant in January for façade projects in 2014. With past BDS grant dollars, LSC pursued a variety of strategies to support Lake Street businesses and drive customer traffic and investment to Lake Street, including:

- designing and distributing 25,000 coupon books, with 88 businesses represented;
- creating and augmenting VisitLakeStreet.com;
- hosting many educational workshops and networking events;
- implementing marketing initiatives on the radio, at the Minneapolis-St. Paul Airport, and online;
- creating and distributing 10,000 *Visit Lake Street* marketing brochures and 300 [Welcome to Lake Street](#) business recruitment guides with 20 For Sale/For Lease property sell sheets;
- developing Midtown Greenway way-finding signage; and
- coordinated a Business Logo Design Assistance Program, assisting 15 businesses, that evolved into their current Window Merchandising Program.

Other CPED programs employed within the Lake Street Commercial Corridor since 2008 include 36 2% loans totaling \$1.75 million and leveraging over \$7 million in private financing. And business owners and aspiring entrepreneurs interested in locating on Lake Street are eligible for free or reduced-fee business

consulting services through the Business Technical Assistance Program (B-TAP), which funds the work of an extensive network of partners.

An additional way CPED supports businesses and business district vitality is by convening organizations to build knowledge about business support, development, and recruitment strategies and share best practices. In 2013 staff coordinated with the City's Director of Arts, Culture and Creative Economy to offer a half-day Idea Exchange: Art in Vacant Storefronts and Pop-Up Retail. Thirty-three people attended and heard from local and national practitioners on the subject. Events planned for 2014 include (1) how to maximize business mapping and information on Apple, Yelp, Google, Yahoo, and Bing; (2) PARK(ing) Day; and (3) innovative and successful business engagement tools.

Another request has been for CPED-Economic Development to play a greater role in communications about regulatory policy changes affecting businesses. Economic Development staff are actively engaged with colleagues in other CPED divisions and City Departments, whose work regularly touches small businesses, including Regulatory Services, Environmental Services, and Public Works. In 2012, Business Licensing began convening a Business Advisory Committee, which has quickly become an important venue for discussing regulatory and policy issues with neighborhood business leaders. CPED staff will continue to strive for effective, early communication with Minneapolis businesses and seek additional ways to engage with other City divisions whose work directly impacts small businesses.

Great Streets Eligible Areas

There are 116 eligible geographic areas where adopted City policy supports neighborhood commercial activities. These are: commercial corridors, commercial nodes, LRT station areas, and activity centers designated in *The Minneapolis Plan for Sustainable Development*. The Great Streets program prioritizes resources to areas with demonstrated need and where private investments augment public funding. Eligible areas are grouped into three categories (intervene, support, and monitor) based on several measures of economic health, need, and opportunity (Attachment A). These categories are defined below.

Intervene	areas that are experiencing weak development interest or significant obstacles to attaining the City's commercial development or business investment goals
Support	areas showing signs of strength, but that remain fragile and have some barriers to market development and business investment
Monitor	areas with strong market development and business activity

Business District Support Program Outcomes

Each Business District Support contract has a clearly-defined and agreed upon Scope of Services with measureable outcomes. This strengthens accountability and assists CPED staff in evaluating organizational performance and strategy success. Organizations receive payment only after they have submitted deliverables that demonstrate outcomes. Examples of deliverables include marketing materials, data demonstrating increased customer engagement, number of new members, number of new businesses recruited, consultant reports, coupon redemption rates, number of prospective businesses contacted, descriptions of business owner satisfaction, copies of advertisements, number of participating businesses, etc. While the range of eligible activities and strategies are varied, measurement of performance is consistently required.

The Business District Support program is intentionally open to supporting a variety of activities, welcoming creative ideas, and encouraging organizations to actively share best practices with each other. Most 2013 Great Streets Business District Support contracts are for the following types of work, all with the explicit objectives of supporting business district vitality and encouraging business engagement and investment.

Business Recruitment

Many organizations focused on commercial revitalization are developing strategies to recruit businesses to vacant storefronts. For example, in 2013, Great Streets funded Seward Redesign's business recruitment efforts. Seward Redesign worked with Sonora Grill to expand from a space within the Midtown Global Market to a prominent East Lake location in a renovated, long-vacant building. They helped Verdant Tea locate in the former Seward Co-op building on Franklin Avenue near Minnehaha. Verdant Tea has partnered with Birchwood Café as a pop-up restaurant as the Birchwood undergoes a major expansion. Redesign also assisted The Beez Kneez, in locating at 2204 Minnehaha Avenue after their original location fell through.

Marketing Initiatives

The City's business districts are home both to destination businesses offering one-of-a-kind products, services, or experiences as well as neighborhood-serving businesses providing essential day-to-day necessities. With limited advertising budgets, small businesses and districts are often unknown beyond the neighborhood boundaries and sometimes within them. Marketing initiatives aim to increase sales by getting the word out about an area, shaping its image, and drawing new customers to the district. Some of the marketing campaigns funded by BDS contracts in 2013 included Midtown Global Market's marketing campaign and Nicollet East Harriet Business Association's Walk-to-shop, Bike-to-shop. Other recent initiatives designed to draw customers to the business district, into stores, and boost the area's sales include Lake Street Council's window merchandizing assistance and West Broadway Business and Area Coalition's pop up restaurant "A Feast for the Senses"(examples in Attachment B). Still in the planning stages is the Latino Economic Development Center's (LEDC) Lake Street *Taco Tour*, set to roll out this summer.

Business Networking and Educational Workshops

Opportunities for businesses to network are important to spur increased participation and collaboration in district activities and promotions. Business District Support contracts in 2013 funded six organizations to convene business networking meetings and educational workshops. With a relatively modest investment of \$30,000, the program helped fund 58 informational workshops or member meetings and 10 business networking events. We've seen that businesses value these opportunities to connect with each other, keep abreast of events and opportunities, learn about evolving best business practices, and collaboratively generate and act on new ideas for improving their districts. As a result of the West Bank Business Association member seminars and meetings, more businesses have taken advantage of Great Streets Façade Improvement Matching Grants via peer marketing, the Southern Theater connected with a University intern to help support their programming, and businesses were able to improve their business experiences of the Cedar Avenue street reconstruction project through working together.

2014 BDS Request for Proposals (RFP)

Proposals for BDS grants are solicited on an annual basis through an RFP process. Eligible activities through this year's RFP included: business recruitment efforts, marketing and branding campaigns, educational workshops, networking opportunities, merchandizing assistance, and member drives. Stand-alone events such as music festivals or art crawls are not eligible, nor are capital expenditures for streetscape elements, or general operations expenses. [The RFP](#) outlines the evaluation criteria for reviewing the proposals and establishes a point value for each criterion: (i) capacity, (ii) need, outcomes, and impact, (iii) best practices, (iv) feasibility and readiness, (v) leverage, and (vi) whether the business district is in an area identified as a priority for City investment.

The RFP was issued on January 23, 2014, with proposals due February 27, 2014. CPED received 24 proposals, requesting a total of \$810,532. The total amount budgeted is \$400,000. The proposals were reviewed and evaluated by a team comprised of representatives from CPED Business Development, Neighborhood and Community Relations, the Coordinator's Office, Public Works, the Local Initiatives

Support Corporation (LISC), the McKnight Foundation, and a private Minneapolis marketing firm. CPED geographic sector teams also provided input on the proposed activities.

The RFP also requested that all applicants include information about their member dues, if they are a membership organization. Of the 14 membership organizations that submitted a proposal, there was an extremely wide range of fees; from no minimum to a six-level tiered structure based on FTE counts, charging \$125 for businesses with 1-2 FTE up to \$2,700 for members with more than 50 FTE (Attachment C). Staff understands that different parts of the city can demand different dues structures and that what works for a well-established organization may differ from what a new organization can charge; however, CPED staff suggest that organization boards think carefully about how they can maximize their dues structure and other non-City funding mechanisms to pay for member services, and utilize the dues list attached here for ideas and comparisons.

Proposals Recommended for Funding

CPED staff is recommending a total of \$402,778 for full or partial funding of 17 proposals. There are seven proposals that are not recommended for funding. Those not recommended are listed, with rationale, after the listing and rationale for those recommended.

Proposer	Eligible Areas	Area Category	Total Requested	Recommended Activities	Recommendation
38th and Chicago Business Association	<u>3 Nodes</u> : 38th & 4th, Chicago, Bloomington	Intervene (2) Support (1)	\$ 9,558	Member drive Pop-up Campaign	\$ 7,656
Lake Street Council	<u>5 Corridors</u> : East Lake, Midtown Lake, West Lake, Lagoon, Excelsior Blvd <u>1 LRT Area</u> : Lake St/Midtown	Support (3) Monitor (3)	\$ 48,150	Visual presence Green business marketing Somali-owned business outreach	\$ 39,200
Longfellow Business Association	<u>1 Corridor</u> : East Lake <u>3 LRT Areas</u> : Lake, 38th, 46th <u>2 Nodes</u> : 38th & Minnehaha, 38th & 42nd	Support (5) Monitor (1)	\$ 6,533	Emerging cluster marketing	\$ 3,000
Lyn-Lake Business Association	<u>1 Corridor</u> : Lyndale Ave <u>1 AC</u> : Lyn-Lake	Monitor (1)	\$ 33,350	Capacity building Re-branding Logo design contest	\$ 14,150
Marcy-Holmes Neighborhood Association (Dinkytown Business Association)	<u>1 AC</u> : Dinkytown	Support (1)	\$ 49,750	Marketing Business recruitment Membership development 15% Admin	\$ 49,750
Metro Blooms	<u>3 Nodes</u> : 38th & 4th, Chicago, Bloomington <u>2 Corridors</u> : Lyndale, Nicollet	Intervene (2) Support (2) Monitor (1)	\$ 28,925	Workshops and visioning Site consultations, SWMPs District open house Plan implementation	\$ 28,925
Neighborhood Development Center	<u>1 AC</u> : Chicago & Lake	Support (1)	\$ 50,000	Marketing	\$ 25,000

Nicollet-East Harriet Business Association	<u>18 Nodes</u> : Bryant & 36, 46, 50; Lyndale & 36, 40, 54, 58; Grand & 38; Nicollet & 38, 43, 46, 48, 60, Diamond Lk Rd; Penn & 50, 54, 60; Xerxes & 50 <u>1 Corridor</u> : Nicollet Ave S	Support (1) Monitor (18)	\$ 50,000	Walk to Shop & Bike to Shop	\$ 25,000
Project for Pride in Living (Lowry Corridor Business Association)	<u>2 Nodes</u> : Penn & Lowry, Emerson & Lowry	Intervene (2)	\$ 50,000	Marketing Business support	\$ 24,750
Seward Civic and Commerce Association	<u>1 Corridor</u> : Franklin Ave <u>1 LRT Area</u> : Franklin	Support (2)	\$ 10,010	Energy Project Phase II \$3,400 Web Portal Development \$4,860	\$ 8,260
Seward Redesign	<u>2 Corridors</u> : East Lake, Franklin <u>2 Partial</u> , <u>2 Full</u> <u>LRT Areas</u> : Franklin, Lake, 38th, 46th <u>7 Nodes</u> : 38th & 23, 28, Cedar, 42; 42nd & Cedar, 28; Cedar & Minnehaha Pk	Support (9) Monitor (4)	\$ 50,000	Business Marketing Eat Lake Street Property investment Business recruitment	\$ 38,800
Stadium Village Commercial Association	<u>3 LRT Areas</u> : East Bank, Stadium Village, 29th Ave	Support (3)	\$ 45,931	Green Line Marketing Game Day Marketing Northrop Marketing Employee & Resident Marketing Develop Wayfinding Partnership 15% Admin	\$ 15,000
West Bank Business Association	<u>2 Corridors</u> : Cedar, Riverside <u>2 LRT Areas</u> : West Bank, Cedar-Riverside	Intervene (4)	\$ 50,000	Member drive & engagement Branding Networking & Seminars	\$ 38,000
West Broadway Business and Area Coalition	<u>1 Corridor</u> : West Broadway	Intervene (1)	\$ 50,000	Pedestrian realm Business organizing Marketing Business Improvement District Resource brokering Retail recruitment/pop-ups	\$ 50,000
West Market District Business Association	<u>1 Corridor</u> : Glenwood Ave	Support (1)	\$ 23,354	Member engagement Brand strategy Website	\$ 23,354
West of the Rail Business Association	<u>2 LRT Areas</u> : 38th & 46th <u>9 Nodes</u> : Bloomington & 35, 38, 42, 46; Cedar & 38, 42; 38th & 23, 28; 42 & 28	Monitor (3) Support (7) Intervene (1)	\$ 3,250	Member drive Member meetings	\$ 3,250
Whittier Alliance	<u>3 Corridors</u> : Nicollet, Lyndale, Franklin (partial)	Support (2) Monitor (1)	\$ 23,633	Dining Guide Website update 15% Admin	\$ 8,683

TOTAL \$ 402,778

38th & Chicago Business Association (\$7,656)

This year the 38th and Chicago Business Association proposed a membership drive, review of the small area plan, and pop-up promotional campaign. The review team recommends funding the membership drive and pop-up promotional campaign. Not recommended for funding is \$2,000 requested to review the small area plan adopted in 2008. The business association itself is not an incorporated entity, so they will need to work with one of the four neighborhood groups as a fiscal sponsor. The four neighborhood organizations that converge at 38th and Chicago (Bancroft, Bryant, Central, and Powderhorn Park) have been consistently supportive of revitalization activities. Additionally, the review team was interested in how the pop-up campaign could build on the recent successes of the Arts on Chicago work, led in large part by the Pillsbury House. The Scope of Services for this contract will be developed in a way to ensure that the Pillsbury House remains meaningfully engaged.

Lake Street Council (\$39,200)

The Lake Street Council (LSC) has a growing reputation for its excellence promoting and assisting Lake Street businesses. This year, the team recommends funding their proposal to (1) continue building on the success of their window merchandizing efforts, adding a Light Up Lake Street element for helping Lake Street's night-time image and presence; (2) expand their Growing Green and Bike-Friendly campaign; and (3) focus on outreach and relationship building with Somali-owned businesses using their past experience doing so with the Latino business community as a guide. Not recommended is \$8,950 to assist in prep work for filling vacant storefronts. The LSC received a Business Technical Assistance Program (B-TAP) contract this year to assist new and expanding businesses, and with potential for overlap, staff does not recommend this component of their proposal.

Longfellow Business Association (\$3,000)

The team recommends funding the Longfellow Business Association (LBA) strategy to explore an emerging cluster of secondhand/vintage/antique shops on Minnehaha Avenue. Seven businesses have already expressed interest in working on a marketing initiative around this type of retail and this initial funding outlay will help develop that effort. Not recommended for funding is \$3,000 requested for a member retention drive and business networking events and meetings. This round of funding was very competitive and activities such as member drives, meetings, and networking that can be covered by member dues proposed in monitor and support areas were carefully scrutinized for need and outcomes. The LBA proposal did not make the cut for this funding.

Lyn-Lake Business Association (\$14,150)

The Lyn-Lake Business Association proposed organizational capacity building, a limited re-branding effort, and a contest for a creative refresh of their logo and its use. The review team supports funding these three initial components to the organization's work to rebuild a stronger association as the activity center continues to grow, change, and develop in new ways. The proposal also requested funding for a new marketing presence, a business map, and a Think Globally Shop Locally campaign (\$19,000). The review team felt it is important that the initial outreach, capacity building, and rebranding efforts take place to help direct phase two marketing activities.

Marcy-Holmes Neighborhood Association (\$49,750)

The proposal submitted by the Marcy-Holmes Neighborhood Association is the first time the Dinkytown Activity Center has requested BDS funding for their district. The neighborhood group has been proactive in partnering with the business community through the recent work on the small area plan, currently under public review, and as the Dinkytown Business Association undergoes a change in leadership. The proposed activities: marketing, business recruitment, and organizational and membership development reflect the priorities set out in the small area plan. This proposal is well-timed with the positive momentum of the small area planning effort, current work of the business community to rebuild their

association, and recent Creative City Making project. The proposal did a good job articulating both best practices and a clear path to help ensure successful implementation of the activities.

Metro Blooms (\$28,925)

Metro Blooms is a new organization to apply for BDS funding, and they submitted a new concept for assisting business districts with beautification. They propose to develop Stormwater Management Plans (SWMPs) with individual property owners and showcase them to the community. There is significant leverage in the proposal as well, which will increase with grant funds secured for making the capital improvements needed to implement the SWMPs. The areas served by their proposal include Nicollet Avenue in partnership with the Whittier Alliance and the commercial nodes on 38th Street from 4th Ave to Bloomington Avenue with the 38th and Chicago Business Association, which has recently voiced interest in beautification strategies. This plan will help both reach a greener, more pleasant commercial environment, as well as impact the bottom line of business and property owners by receiving City of Minneapolis Stormwater Credits.

Neighborhood Development Center/Midtown Global Market (\$25,000)

The Midtown Global Market (MGM) is a unique public space unlike any other in the city, located within the historic Sears building and larger Midtown Exchange project. As the Market's manager, and partnership owner, the Neighborhood Development Center has requested Great Streets funds to support a variety of marketing initiatives designed to drive customer traffic to the market and to Lake and Chicago. These initiatives are designed and overseen by PR firm Nemer Fieger, which has had a long commitment to the market with a much reduced rate for their services. The BDS grant fully funded the Nemer Fieger contract last year (\$50,000). In the first six months of the contract, the equivalent advertisement value for publicity (given the number and reach of the publicity the market has received) is estimated to average \$230,000 monthly. This year, in a very competitive funding round, the team recommends funding half of the Nemer Fieger contract to continue supporting this great leverage, but scaling back the funding in a competitive round.

Nicollet-East Harriet Business Association (\$25,000)

Last year the Nicollet-East Harriet Business Association (NEHBA) was funded to develop a *Bike-to Shop, Walk-to-Shop* pilot. They focused the pilot on Minneapolis's Grand Avenue. This year, NEHBA proposes expanding this effort to link five more geographic areas. The proposal was overall very general and the team questioned the proposal's budget, heavy on consultant and staff hours; however, the team recognizes there are good possibilities for replication of efforts similar to this in other parts of town and value in gaining a greater understanding how bike and walk events can succeed or fail in different business districts. The team recommends a contract of \$25,000, working closely with the organization and the selected consultant to build an appropriate scope and budget with less funding.

Project for Pride in Living/Lowry Corridor Business Association (\$24,750)

The review team recommends continued support for business outreach and Lowry corridor marketing, but not to fund organization work (\$20,000) or real estate development (\$5,500). In 2013, CPED added a City staff member dedicated to this part of North Minneapolis who can take part in much of this work. The proposal expressed an interest in outreach to Hmong business, but did not define an approach for the work, and the City is funding the Asian Economic Development Association (AEDA) to work with businesses in this area through the Business Technical Assistance Program (B-TAP). Staff will ensure that the two organizations are connected and working together.

Seward Civic and Commerce Association (\$8,260)

The Seward Civic and Commerce Association (SCCA) proposal requested funds to continue their membership drive, member meetings, and energy initiative, as well as to develop a new web portal/online forum for business skill sharing, mentorship, and business-to-business connections. The

team recommends funding the development of the web portal and the continuation of the energy initiative. The web portal is a unique strategy not-yet tried, but with potentially great benefit to individual businesses and possible best practices to share with other areas. The energy initiative award will be used to expand on the work they began last year with BDS dollars. That work is starting to yield results and the proposed Phase II will be able to utilize the peer relationships of business successes with green retrofits to initiative more green projects moving forward. At \$1,000 or less each, their membership drive and member meetings are not recommended for funding this year.

Seward Redesign (\$38,800)

With Great Streets support, Seward Redesign augments their work revitalizing East Franklin Avenue, East Lake Street, Minnehaha Avenue, and many commercial nodes. Their work encompasses assisting businesses with coordinated branding and design services to increase their market visibility, promoting property investment through targeted assistance to property owners, removing barriers to leasing vacant properties, and recruiting new businesses. This year they are also applying for funds to expand the *Eat Lake Street* campaign they began last year in partnership with the Longfellow Business Association. With strong staff capacity and performance under previous contracts, the review team recommends funding Redesign's work again this year, however at a reduced level for their business recruitment activities. The amount awarded for recruiting a single business under CPED's Small Business Technical Assistance Program (B-TAP) is \$5,000. To remain consistent in our funding patterns, this BDS Scope of Services will also award \$5,000 per new business recruited, as the proposal identified two recruited businesses as their outcome.

Stadium Village Commercial Association (\$15,000)

The Stadium Village Commercial Association (SVCA) has demonstrated strong capacity to perform and leverage outside dollars in past contracts, and the opening of the Green Line is an important opportunity to establish buying and entertainment habits with new and returning customers. For these reasons the review committee recommends funding their marketing initiatives again this year. However, given the relatively small number of business members and the significant Great Streets dollars already invested in marketing to this support-designated area, the review team recommends a contract for marketing lower than the amount requested. Staff will work closely with the SVCA to define which marketing strategies to pursue with the lower level of Great Streets support.

West Bank Business Association (\$38,000)

The team recommends funding the West Bank Business Association's (WBBA) continued work to increase the diversity of their membership by hiring a part-time East African staff member to engage the immigrant business owner community. In past years, the organization has utilized interns and volunteers to support this work. A consistent staff member will aid in developing solid relationships and improve two-way communication regarding the organization's role, resources, and benefits and what businesses need and want. To expand, many East African-owned businesses will need to draw in a boarder clientele and appeal to mainstream customers. Engaging with a business association may be an effect way to build the cross-cultural business fluency needed to span the cultural divide. Additional funding is recommended for supporting the association's six networking events and six educational seminars for the year and embarking on a district-wide branding with the opening of the Green Line with station ads, radio ads, website enhancements, and more. The proposal also shows significant leverage from various sources to augment their work. This year, staff does not recommend \$12,000 in funding to market to university students, faculty, and staff. A university marketing effort may prove to be more successful with increased member diversity and insight into the organization's planning.

West Broadway Coalition (\$50,000)

The West Broadway Business and Area Coalition (WBC) continues to build on past success, relationships, partnerships, and growth to continue important work revitalizing the critical West Broadway Commercial

Corridor in North Minneapolis. Their proposal this year continues to build on strengths and leverage funding from over ten other sources. The review team recommends fully funding the WBC's multi-faceted proposal, tailored to the current needs of West Broadway. Proposed activities include transforming storefronts with window merchandizing assistance or storefront art, organizing business meetings/seminars/networking events, publishing business articles in Insight News and press releases on businesses and entrepreneur highlights, social media marketing, establishing a new Self-Managed Special Service District, inventorying vacant property, showcasing vacant properties, programming vacant space with diverse pop-up activities and events, and helping businesses find and access resources.

West Market District Business Association (\$23,354)

This is the first year the growing concentration of businesses on Glenwood Avenue have submitted a proposal to the Great Streets BDS program. These Glenwood businesses have been actively working together in recent years and they are now pursuing official status as a not-for-profit organization. The team recommends fully funding their proposal to engage businesses in the formulation of the new business association, develop a brand strategy for their up-and-coming area, and develop a website. The proposal was successful at articulating the opportunities they seek to embrace and addressing them with specific tactics.

West of the Rail Business Association (\$3,250)

In this fourth year as a business association, the West of the Rail Business Association (WRBA) proposes to focus on continuing to build their membership and work with the Bancroft Neighborhood Association and the Powderhorn Park Neighborhood Association to include businesses on Bloomington Avenue. In their current contract they are partnering with the Bancroft Neighborhood Association in completing a needs assessment for the 38th and Bloomington node, which will inform their outreach to the businesses about association resources. The second activity recommended for funding is redefining the structure and content of their member meetings to better ensure they are benefitting members and non-members alike. The Seward Civic and Commerce Association has recently implemented new techniques for facilitating business engagement in member meetings to great success and will share their experiences with WRBA. With this small investment, the WRBA will continue to build community and expand the network of businesses working together at the 38th Street and 42nd Street nodes west of the Blue Line.

Whittier Alliance (\$8,683)

Last year, with Great Streets support, the Whittier Alliance produced a high quality small business guide to creating and maintaining digital business listings and updated Eat Street business information on the five major digital map providers (Yelp, Google, Apple, Bing, and Yahoo). This year, they have requested funding for several work items. The team recommends funding an update to their Dining Guide and website, but not to develop stories on The Line Media or to market the work proposed by Metro Blooms (recommended separately for work by Metro Blooms). Reviewers questioned the return on investment of \$12,000 for six articles in The Line and the ability of those stories to make a significant impact for businesses on the corridor.

Proposals Not Recommended for Funding

Seven proposals are not recommended for funding. City staff will reach out to each of these organizations to review the proposed activities and explore ways we can work together in the future.

Proposer	Eligible Areas	Area Category	Eligible Activity Descriptions	Total Requested	Recommendation
African Development Center	1 LT Area: West Bank	Intervene (1)	Networking \$10,000 Workshops \$15,000	\$ 25,000	\$ -

African Economic Development Solutions	<u>2 LT Areas:</u> Cedar Riverside, West Bank <u>1 Corridor:</u> Franklin Ave	Intervene (2) Support (1)	Promotion \$9,400 Relationship building \$4,800 Two metro cable shows \$6,350 Little African Marketing Campaign \$4,200	\$ 24,750	\$ -
Diamond Lake Community Alliance	<u>1 Node:</u> 56th & Chicago	Monitor (1)	Member drive \$3,738	\$ 3,738	\$ -
Hennepin Theatre Trust	<u>2 Corridors:</u> Hennepin Ave, Nicollet Mall	Support (1) Monitor (1)	Create new website \$50,000	\$ 50,000	\$ -
Northeast Community Development Corporation	<u>2 Corridors:</u> 2 on Central Ave <u>3 Nodes:</u> University & 13th, Lowry; Johnson & 22nd	Support (4) Monitor (1)	Marketing \$35,160 Workshops \$4,020 Business outreach \$5,560 Banking and finance assistance \$5,260	\$ 50,000	\$ -
Warehouse District Business Association	<u>1 AC:</u> Warehouse District	Support (1)	Market study \$20,000 Logo design \$4,000 Brochure redesign \$6,000 15% Admin \$4,500	\$ 34,500	\$ -
Webber-Camden Neighborhood Organization	<u>2 Support Nodes:</u> 42nd & Fremont, 42nd & Lyndale	Support (2)	Revitalization planning \$29,900 Marketing \$11,800	\$ 41,700	\$ -

African Development Center

The African Development Center (ADC) applied for funding to continue their networking speaker series and develop workshops on marketing, social media, and technology. In past years, staff has found that the speaker series is public policy focused and not attended by many businesses. The proposed business workshops could have value to ADC's business clientele, but the proposal indicated that new staff and undetermined consultants would provide the training, raising questions about readiness and capacity. Further, the budget was extremely high for the activities proposed, with 35% of the project costs identified for event supplies and materials and over \$3,500 for workshop speaker fees and over \$500 for the networking series speaker fees, where speakers are typically local academics and public officials who do not charge fees.

African Economic Development Solutions

African Economic Development Solutions (AEDS) proposed funding a marketing and branding campaign, expanding a Little Africa brand developed in St. Paul to the West Bank and Eastern end of Franklin Avenue. Reviewers were unsure of the readiness and feasibility of the AEDS proposal. No partnerships with other organizations in the target areas of the West Bank or East Franklin Avenue districts were listed and to-date there appears to have been limited community or business engagement.

Diamond Lake Community Alliance

The Diamond Lake Community Alliance proposed a member drive event for their commercial node at 56th Street and Chicago Avenue. The proposal for this small monitor area did not make a compelling case for need, impact, or visibility. A small area like this, with half of their 14 members being home-based businesses, may find value in forming partnerships with other business organizations, such as the Metro Independent Business Association, which runs Buy Local marketing campaigns and provides some services and guidance focused on home-based businesses.

Hennepin Theatre Trust

Hennepin Theatre Trust requested funds to build a new Downtown Cultural District website. The proposal also noted they were beginning branding work for the district. Given the broader branding work to be completed, a website seemed premature. The proposal did not indicate how this new website would relate to the new Downtown Council website or the Meet Minneapolis website, nor did it provide relevant information regarding the website's contents or maintenance over time.

Northeast Community Development Corporation

The Northeast Community Development Corporation (NECDC) proposed construction mitigation marketing, workshops, and outreach along a stretch of Central Avenue that will have detour-only access this summer during a rail bridge reconstruction project at 14th Street. The timing of the proposed activity does not work well with the BDS RFP timeline, as the portion of Central Avenue NE will be closed this spring, well in advance of when a Great Streets contract would be in place to pay for the planning and outreach in advance of the road work necessary for the some of the proposed activities to have their intended outcomes. Rather than fund this proposal, City staff with experience working on construction-related business outreach and marketing will assist the community and business leaders in outreach efforts.

Warehouse District Business Association

The Warehouse District Business Association (WDBA) proposal identified a desire to fill vacant storefronts and change the negative perception some have of their area to one that accurately depicts what they are. To do so they proposed a market study and redesigning their logo brochure. The review team did not believe the proposed market study was necessary, as it appears the issues are understood, and did not feel that a new logo and brochure would be an effective tool to address the issues identified at this time. Rather, the review team suggests continuing to build relationships with North Loop businesses as they are, and focusing on activities that draw people in and leave them with a lasting positive impression. Further, the proposal did not identify any leverage.

Webber-Camden Neighborhood Organization

The Webber-Camden Neighborhood Organization proposed funding real estate redevelopment planning and visioning for a specific property and a marketing plan for two commercial nodes. The proposal noted that there had not been any business involvement in the development of the proposal to-date, nor were there partnerships or leverage identified to help with the consultant work needed. As an outcomes-based program, a request for almost \$30,000 for a planning effort did not score well against other proposals. Additionally, as a program focusing resources across a business district, funding a strategic look at one parcel was difficult to support given the other funding requests this year.

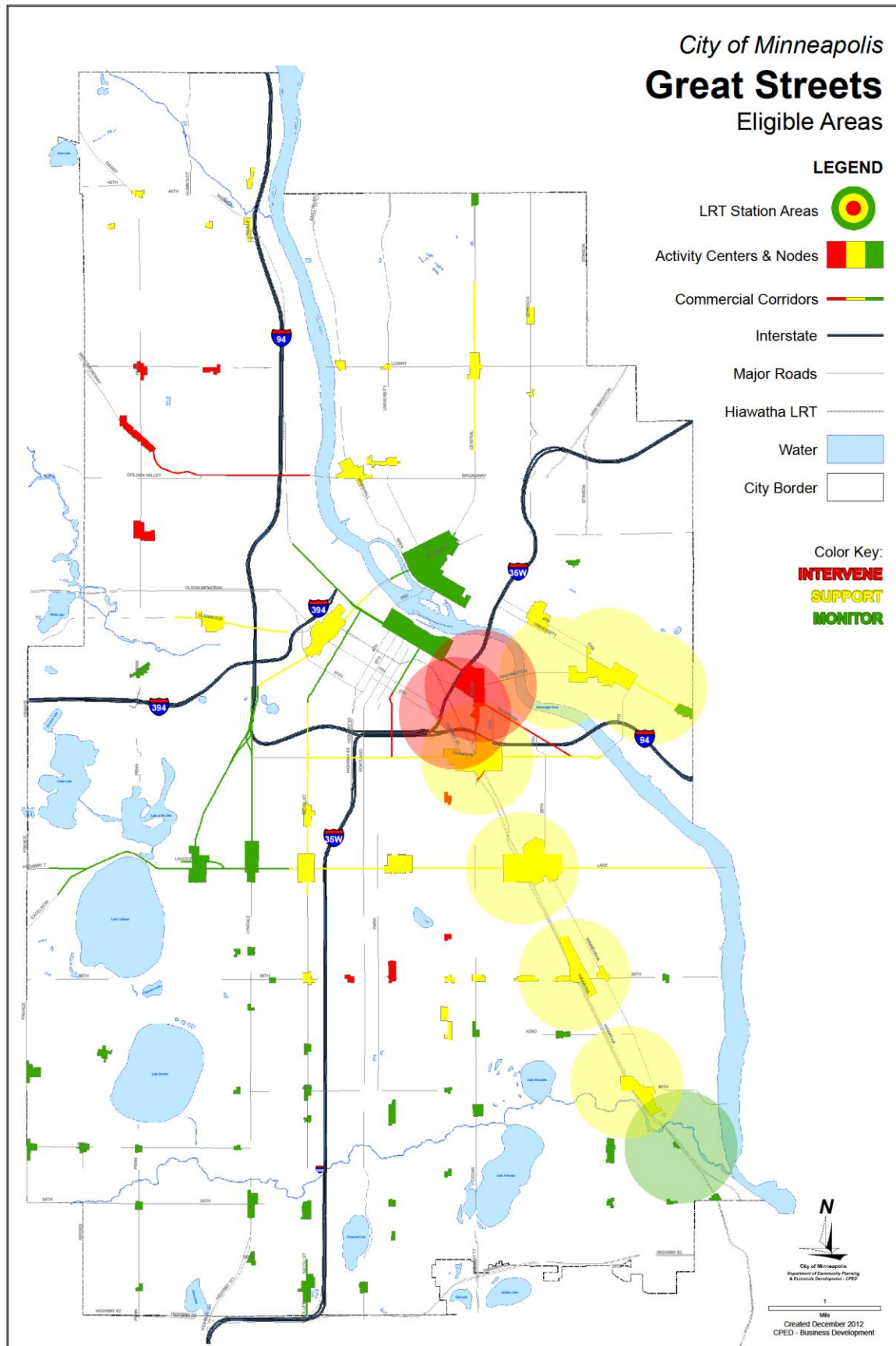
Attachments

A: Great Streets Eligibility Map

B: Examples of Activities Funded in 2013

C: Member Dues and Numbers Chart

ATTACHMENT A: Great Streets Eligibility Map



ATTACHMENT B: Marketing Campaign Examples

West Broadway Business and Area Coalition



Midtown Global Market

A promotional poster for the Midtown Global Market Chinese New Year Celebration. The poster features a decorative border at the top and bottom with a repeating geometric pattern. In the center, the year '2014' is written in a large, stylized black calligraphic font, with a red seal to its right. Below the year, the text 'Happy New Year Year of the Horse' is written in red. A grey banner across the middle contains the event title 'Chinese New Year Celebration' and the date 'Friday, January 31 | 5 - 8 p.m.' in black. Below the banner, a list of activities is provided: 'Traditional Lion Dance Performed by the Ha Family Lion Troupe', 'Live Entertainment | Children's Activities', 'Special demonstrations by the Chinese Heritage Foundation', and 'Free fortune cookies containing Midtown Global Market coupons and special offers'. At the bottom, the website 'MIDTOWNGLOBALMARKET.ORG' is displayed in white capital letters on a black background.

Lake Street Council



BEFORE



AFTER

Bike. Walk.

Experience Grand Avenue.



36th & Grand

38th & Grand

42nd & Grand

46th & Grand

48th & Grand

BOOKS EAT AND DRINK SHOPPING FLORIST COFFEE APPAREL BAKERY

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- | | | |
|---|--|--|
| 36th and Grand: <ul style="list-style-type: none"> Saving Tape Media Conversion | <ul style="list-style-type: none"> Integral Psychotherapy and Family Counseling taraNa Yoga | 48th and Grand: <ul style="list-style-type: none"> Terra-cotta Floral a Little Bird on grand |
| 38th and Grand: <ul style="list-style-type: none"> Peter Pan Dry Cleaners Origins Programs Grand Café Rincon 38 Victor's 1959 Café Petersen Florists Sugar Sugar Candy digs Golden Leopard Martial Arts | 42nd and Grand: <ul style="list-style-type: none"> Joynoelle Whitney Book and Print Royal Grounds Pixie Salon | <ul style="list-style-type: none"> Artsy Digs Ethique Nouveau Caplow Custom Frame and Restoration Liz Banfield Photography |
| | 46th and Grand: <ul style="list-style-type: none"> Café Ena Patisserie 46 | |



#experienceSW



38th & Grand YOU ARE HERE

36th & Grand

42nd & Grand



Bike. Walk.
Experience Grand Avenue.



ATTACHMENT C: Member Dues and Numbers Chart (by # of members)

	Organization	Member Dues	Number of Members
1	Lake Street Council	\$125 (Arts max, nonprofits, 1–2 FTE) \$250 (3-6 FTE) \$300 (7–10 FTE & restaurant max) \$525 (11-24 FTE) \$1,400 (25-49 FTE) \$2,700 (50+ FTE)	370 (plus 115 in-kind contributing partners)
2	Nicollet-East Harriet Business Association	\$100 minimum (\$200 or \$300 voluntary), <i>structure currently under review</i>	220
3	Longfellow Business Association	\$50 new member \$100-\$500 business choice	121
4	Warehouse District Business Association	\$125 \$250 hospitality and real estate	105
5	West Broadway Business and Area Coalition	\$150 Individual \$200 (1-10 FTE) \$525 (11-24 FTE) \$1,400 (25-44 FTE) \$2,700 (45+ FTE)	80
6	Seward Civic and Commerce Association	\$75 (1-5 FTE) \$150 (6-10 FTE) \$225 (11+ FTE)	73
7	Dinkytown Business Association	\$150	60
8	West of the Rail Business Association	Business choice, but must contribute	55
9	Lyn-Lake Business Association	\$100 (1-10 FTE) \$150 (11-20 FTE) \$250 (20+ FTE) \$500 Institutions	54
10	Stadium Village Commercial Association	\$150	31
11	West Bank Business Association	\$125 Non-profits, start-ups & 1-2 FTE \$150 (3-6 FTE) \$225 (7-75 FTE) \$500 (76+ FTE)	31
12	38th and Chicago Business Association	\$100	17
13	Lowry Corridor Business Association	\$250	16
14	Diamond Lake Community Alliance	\$50 home-based \$100 storefront businesses	14
15	Whittier Alliance	The Whittier Alliance Business Association is a committee of the neighborhood group and has no dues structure. All businesses and residents are considered members. Donations accepted through annual fall fundraising and in-kind contributions.	150 businesses actively participate
16	West Market District Business Association	not yet a formal member organization	33 businesses interested
17	African Development Center	not a member org	NA
18	African Economic Development Solutions	not a member org	NA
19	Hennepin Theatre Trust	not a member org	NA
20	Metro Blooms	not a member org	NA
21	Neighborhood Development Center	not a member org	NA
22	Northeast Community Development Corporation	not a member org	NA
23	Seward Redesign	not a member org	NA
24	Webber-Camden Neighborhood Organization	not a member org	NA